

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

Approved For Release 2000/08/04 : CIA-RDP82-00357R000900090004-4

29 July 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : Career Review of OC Personnel

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1. The meeting you arranged between Mr. [REDACTED] and myself to talk about career development planning and present procedures in the Office of Communications was redirected to the Deputy Director of Communications. He spent about an hour and a half discussing career and personnel management, which he called his "favorite" subject. Although he picked at the mass of material [REDACTED] left behind, he passed over most of it rather hurriedly, offering instead his own comments on OC's Executive Inventory and its attempts to develop people with potential for executive positions. Calling [REDACTED] a pessimist, he described himself as an incurable optimist.

2. The attached material is being used by the senior Career Board to relate desired qualifications for senior positions in OC with the qualifications actually possessed by candidates GS-14 and above having the potential for further development. Because of your own intimate knowledge of the situation within OC, I will not attempt to summarize all of the problems cited by the Deputy Director of Communications in matching qualification norms against the actual experiences possessed by prospective incumbents. Although it is obvious OC has its own special problem, e.g., the number of key positions which ideally should be occupied by individuals with EE Degrees, as contrasted to the limited number of available personnel who in fact possess this level of academic achievement, it is also apparent that many of the things that OC is looking at in the matching of people and jobs would be applicable to other career services, including our own.

3. I showed him our Gap Sheet and we both agreed that OC's listing of ideal qualifications and our specification of experiences that should be acquired progressively by SP careerists are conceptually much the same. In fact, he suggested we might be farther along than OC. I countered with the note of caution that our Gap Sheet is just now being implemented and will undoubtedly require modification as we gain experience with it.

4. He showed me the OC Executive Inventory, which he has put on a magnetized board. Vertical columns from left to right are as follows: first column -- positions [key positions starting with the D/CO]; second column -- incumbents; and columns three through eight -- one for each year between 1972 and 1979. On the board is plotted the number of years

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each incumbent will remain in his present position before retirement or transfer. (At that point he will disappear from the board, in the case of retirement, or appear in the column for the year concerned alongside some other position.) Plotting prospective incumbencies for the next several years causes some individual names to show in two or three positions during the time span concerned. Obviously, there is nothing hard and fast about the location of these names; in fact, the DD/CO said he has already moved a number of names around in the short period of time the board has been in existence. En toto the board provides an integrated picture of possible developmental plans for officers with potential for higher positions.

**SIGNED**

  
Chief, Plans Staff

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OP/PS/C  :jmm (29 July 71)

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